

## VISION FOR THE FUTURE

Maine citizens and businesses will connect to a robust phone, cable, wireless **information and telecommunications network** that will allow them to receive and send voice, data, and video messages to others anywhere in the state, nation, and world.

In Limestone, Aroostook County, a local business will connect with customers in Portland Maine, Portland Oregon, Portland England or Portland Australia, send a video presentation of their products, engage in an online dialog regarding how their product capabilities meet the customers needs, and receive and process orders.

High school students at both the Limestone Community School and the Maine School for Science and Mathematics will conduct discussions and joint projects with students in other schools in Maine, Oregon, England, and Australia. They will access documents, statistics, and video presentations on specialized topics from libraries and other resource centers around the world.

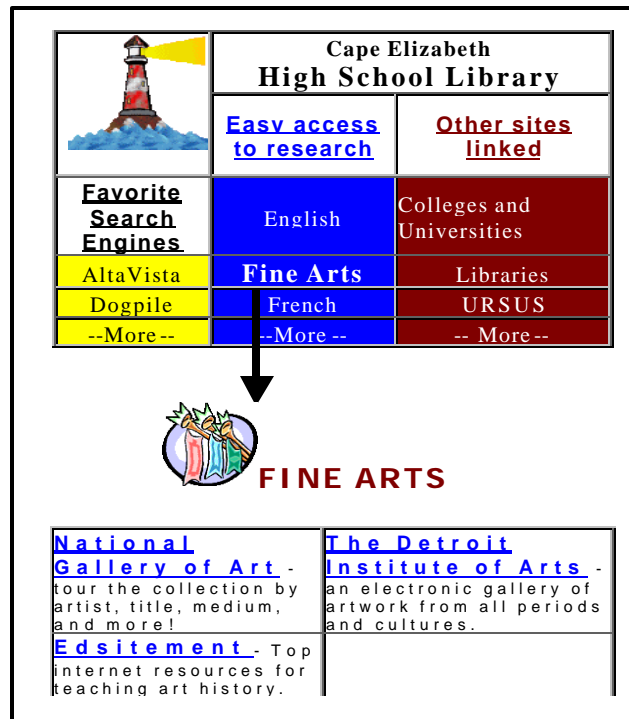
State employees analyzing the effectiveness of government programs will **integrate document and data**

**information resources** across state and local government and seamlessly share information with federal and private sector partners. Policy reviews of services to people with mental retardation will use a common set of tools to access compatible storage sites for documents and statistical data on residential and other community support programs from the Department of Mental Health, Mental Retardation, and Substance Abuse Services; job market information from the Department of Labor; educational and training data from the Departments of

Education and Labor; and program expenditures from the Bureau of Accounts and Control. The Department of Education will access directly reportable school performance and financial data and other documents stored at information repositories in each school.

An employee will directly enter time and attendance and

expense voucher information into an **integrated personnel and financial management system**. The system will record supervisory approvals and automatically process payments through accounting system charges to agency budgets, direct deposit of payments to employees, and reconciliation with banks.



Operational units will enter requests for the purchase of office equipment. A **set of financial applications** will provide online recording of approvals and forwarding of purchase orders, collection and processing of bids, vendor selection and initiation of delivery, crediting charges to agency budgets, direct deposit of payments, and reconciliation of bank statements.

Integrated sets of applications will **manage customers and agency operations.**

A citizen with a physical disability will either go to a state social service office, local welfare office, or access online from home an application to assess eligibility for financial assistance, education and job training, health insurance, counseling, housing, or other community supports. The individual will obtain additional information on the services for which they are eligible and initiate a single application for services.

Maine businesses and citizens will access information and conduct all routine

business through a full set of **e-government services** accessed over the Internet through a single functional and interest area organized portal. A business interested in establishing in Maine will access a GIS database to evaluate site locations, submit the necessary environmental and licensing applications, and file incorporation papers online. Once established, they will submit their annual corporation reports, sales and income taxes, and license renewals over the Internet. Businesses conducting commercial transactions with the State

will be able to submit bids on contracts and equipment purchases online and have payments deposited directly to their bank accounts.

Citizens moving to the state will access **profiles of Maine communities** from their present location. They will search for available real estate, examine the offerings and performance of local

schools, and explore shopping and recreational opportunities. Once established as Maine residents, they will renew professional licenses, car registrations, and drivers licenses and submit income taxes online.



## INTRODUCTION

Maine state government's commitment to the digital revolution has a substantial history and has followed the general waves of technological development. It started with the modest precursors of the IBM and BULL mainframes. Their continually expanding speed and power, along with distributed terminal access from individual agency sites, have made mainframes a sustaining contributor to the State's computer infrastructure. Because of their capacity and cost, they became part of consolidated, enterprise computer services.



The development of mini-computers provided selected agencies the opportunity to gain greater flexibility and control over the computer applications that supported their business and management processes. While their role did not mature to make a continuing contribution to the computing infrastructure, they did give a pre-taste of the creative agency energies accessed by distributed systems.

At the beginning, even its developers did not envision the truly transforming impact of the personal computer. It enabled the transfer of application development from the world of the computer specialist to the business user. If not totally in fact, the perception certainly changed. End users developed their own, albeit small, applications to support their management tasks. The introduction of Local Area Networks (LANs), ever more powerful PC's, and servers solidified the distribution of the focal point of the computer infrastructure to departments and agencies.

With each new wave of technology, agency business processes have been automated, made more efficient and effective.

In general, however, developments have supported and strengthened the hierarchical organization of state government, the compartmentalization of activities, and the continued development of single purpose, stovepipe applications. The mainframe based enterprise MFASIS system for accounting, budget development, and human resource management represents a notable exception.

Modern organizational theories and citizen demand for a location for one-stop-shopping in the confusing array of governmental service and regulatory agencies required a different solution.

The development of Wide Area Network (WAN) technology connected dispersed agencies in "campus" wide networks. Verizon's high speed telecommunications backbone and the Internet revolution have connected the State's regional offices to the center and state government to other local and federal agencies, in short, everyone to everyone. The possibilities to communicate and integrate information appear limitless. The expectations of the public have grown apace. Citizens and businesses increasingly expect to be connected to governmental operations that are integrated, accessible, and presented in a manner that serve each user's interests.

The current wave of technology has opened up new possibilities. The

challenge is to modify existing and develop new systems in ways that take advantage of the new technical possibilities and meet the enhanced expectations of businesses and the general public.

To facilitate and direct the integrated implementation of technology, the State established a representative multi-agency governing body, the Information Services Policy Board (ISPB). Underpinning its endeavors has been a commitment to certain guiding principles. The Board has summarized these under five goals in a working document. The complete document is found in Appendix A. The five goals are:

**GOAL I.** Information and Telecommunications Technology will enhance the productivity of state employees and the cost effectiveness of state government.

**GOAL II.** Information and Telecommunications Technology will be implemented in the most cost effective manner.

**GOAL III.** Information and Telecommunications Technology will enhance service to customers and business partners.

**GOAL IV.** Information and Telecommunications Technology will foster trust in state government as custodian of valuable records while at the same time facilitating public access to public records.

**GOAL V.** Information and Telecommunications Technology will act as catalyst for the statewide private sector development of a modern information

network and adoption of electronic commerce.

These Goals provide the basis for the State's Vision and Strategic Direction for the Future and help it set priorities for direct Action Items.

As in any journey, it is important to understand how far one has traveled and the characteristics of ones current location in order to assess which of the many alternative pathways, to take in the future. This report examines Maine state government's accomplishments, current initiatives, and future strategic direction under six major government functions:

- I. Network Infrastructure,
- II. Information – Data and Document Management,
- III. Financial and Personnel Management,
- IV. Customer Management and Agency Operations, and
- V. E-government – Access and Services for Citizens and Business.
- VI. Security and Privacy.

Readers should keep in mind that this report represents a snapshot in time. Predictions of future directions are limited by current knowledge of opportunities and trends in technology. In the near term (1 to 5 years), they can provide an accurate guide. In the long term, they will be seen as the basis on which to assess and accommodate future change.

